

LOCAL OFFICIALS GUIDE

Domestic Terrorism: Resources for Local Governments



National League of Cities

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Preface

Over the last few years, the National League of Cities (NLC) has worked to ensure that city leaders have the resources and the best possible capability to prevent serious threats to public safety in their communities and to respond when a catastrophic event occurs. In 1997, we coordinated with key Senate leaders and U.S. Attorney General Janet Reno to obtain new wireless telecommunications capacity exclusively for state and local public safety. In order to help city leaders translate our achievement into enhanced public safety communications capacity, we co-authored a guidebook, "Public Safety and Radio Spectrum Guide" with the U.S. Justice Department in 1998. That same year, we published our own guidebook to help every city prepare itself to prevent and respond to incidents of domestic terrorism. Our work on this issue continued in 1999, when Oklahoma City Councilwoman Ann Simank, a member of NLC's Public Safety and Crime Prevention Steering Committee, testified before the House Subcommittee on Oversight, Investigations, and Emergency Management on local and federal responses to the bombing of the Murrah Federal Building in Oklahoma City.

With this second edition of the **Local Officials Guide to Domestic Terrorism: Resources for Local Governments**, NLC is updating the information to reflect positive changes at the federal level. These changes will improve support for local emergency responders as they train and equip themselves to respond to terrorist threats and incidents.

Our experiences are teaching us that the world is becoming much smaller and more sophisticated. The 1997 terrorist bombings targeted at Americans in our embassies in the cities of Nairobi, Kenya and Dar es Salaam, Tanzania demonstrate how a small group of terrorists can threaten our citizens, institutions, and property. The tragic and startling terrorist attacks

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involving the World Trade Center in New York City, the 1995 sarin gas attack in a Tokyo subway, and the infamous Oklahoma City Murrah Federal Building bombing of the same year each killed innocent victims, while injuring countless others. It is highly likely that any attack, should it come, will be in a city. Preparation for and response to terrorism will be first and foremost the responsibility of local leaders.

We are fortunate that two former NLC leaders, former NLC President Richard Lugar, then Mayor of Indianapolis and now a U.S. Senator from Indiana, and former NLC Board Member Pete Domenici, then Mayor Pro Tem of Albuquerque and now a U.S. Senator from New Mexico, took the lead in sponsoring and eventually passing legislation to assist cities in dealing with terrorism. These Senate leaders shepherded two major appropriations measures through the Senate that created a number of federal programs to provide resources for cities and towns to protect their citizens against the threat of terrorist attacks by nuclear, biological, or chemical weapons, whether domestic or foreign in origin. We are grateful for their leadership and pleased to publish this guidebook on domestic terrorism preparedness.

The threat of domestic terrorism is ever present in our nation's cities, and we offer this guide as a helpful tool for cities to use in the implementation of local domestic terrorism preparedness. The National League of Cities seeks to provide municipalities with timely information on important issues of municipal concern, and this guidebook is part of that tradition. City officials must continually meet the challenges of providing services to their communities as effectively and efficiently as possible and unfortunately these include domestic terrorism preparedness. This guide provides municipal officers with a context for decisions as well as useful references for federal resources.

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Acknowledgments

Our gratitude is extended to the original author of this project, Mr. Brett Smith, from the University of Notre Dame. Special thanks also go to Ms. Laura Antkowiak, from the University of Notre Dame, and Ms. Emily Angyus from Indiana University, who are the primary authors of this updated guide. All three authors are former interns in the Center for Policy and Federal Relations at the National League of Cities.

The work of NLC's Public Safety and Crime Prevention Policy Committee (PSCP) led to this report. Chaired by Vice Mayor Michael Keck of Little Rock, Arkansas, the committee designated domestic preparedness a top municipal priority for policy development in 1998. Along with Vice Mayor Keck, several Public Safety Steering Committee members began addressing this issue both locally and nationally to help foster partnerships between federal and local governments to combat terrorism. Under the leadership of PSCP Chair, Councilwoman Barbara Cleland of Aurora, Colorado, Vice Chair Olden Henson, Councilmember of Hayward, California, and Vice Chair Baron Asher, Mayor of Daytona Beach, Florida, the committee has continued these efforts to garner the resources that cities and towns need to be effective in emergency preparedness and disaster response.

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Introduction

“On April 19, 1995, at 9:02 a.m., Oklahoma City, my hometown, was devastated by a horrendous terrorist attack, the bombing of the Alfred P. Murrah Federal Building. That fateful morning, 168 lives were lost, 30 children became orphans, and approximately 300 businesses were destroyed leaving hundreds unemployed. Many lives were literally in chaos. This senseless act shattered my city, all in a matter of seconds.”

*The Honorable Ann Simank
Council Member, Oklahoma City
Testifying before the U.S. House of Representatives
Subcommittee on Oversight, Investigations and
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In recent years, several tragic and startling terrorist attacks involving weapons of mass destruction have captured the world's attention. The 1993 bombing of the World Trade Center in New York City, the 1995 sarin gas attack in a Tokyo subway, the infamous Oklahoma City Murrah Federal Building explosion of the same year, and the destruction of U.S. embassies in Africa in 1997, each killed innocent victims and injured countless others. These attacks, coupled with several other factors, served as the catalysts behind specific federal legislation aimed at combating such incidents. In 1995 and 1996, Congress passed two major bills that authorized funding for a variety of federal programs as the prospect of further terrorist attacks became a reality. We have all had to acknowledge that today's terrorists can acquire and deploy nuclear, biological, or chemical weapons, whether domestic or foreign in origin. Domestic preparedness commanded further attention in 1998, with the issuance of two major Presidential Decision Directives: One created the National Domestic Preparedness Office, and the other mandated the Attorney General's Five-Year Interagency Counter-Terrorism and Technology Crime Plan with the support of Congress.

With the proliferation of terrorism preparedness programs, recent federal emphasis has focused on coordinating the numerous agencies involved. At least 43 separate federal agencies spent nearly \$10 billion in fiscal year 1999 on domestic terrorism preparedness programs. Critical to all the effectiveness of these initiatives is the presence of adequately trained and equipped local personnel at attack sites.

The first six to eight hours following a terrorist attack are the most critical for public safety. This is the period before the arrival of any federal resources, so the initial emergency response depends on local personnel and equipment – the first responders. Local emergency medical services personnel, along with the fire teams and law enforcement officers, are the first to arrive on the scene of an attack. The chain of command flows directly from the local incident commander who notifies the local FBI field office. FBI headquarters is then contacted and assumes command of federal response efforts. The FBI is currently the lead federal coordinator of preparedness and response to terrorism. However, up to 48 hours may pass before federal response teams arrive.

Despite the fact that the prospect of a terrorist attack may seem slim in most cities, it is nevertheless a definite possibility; so, the ability of local responders to effectively handle the aftermath of such an attack is of the utmost importance. To enhance this capability, available federal dollars and programs must be utilized to the fullest extent possible in order to ensure minimal casualties in the event of a terrorist attack.

The goal of this report is to guide you through the maze of federal programs and funding that deal with this timely and important subject. It is organized in three parts. Part One focuses on the big picture: it explains the current structure of federal efforts to prepare for and respond to domestic terrorism, including public criticism and what the federal government is doing to address this criticism. Part Two zeroes in on how the federal government can assist state and local preparedness efforts, examining five areas: planning, training and exercises, equipment, intelligence, and health issues. Part Three lists important telephone numbers and web pages that may be useful in preparing for a terrorist attack, and that are critical in reporting one. It also contains a comprehensive glossary of

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acronyms used throughout the book. We hope cities will use the resources listed in this book to help prevent the devastation that occurred in New York, Tokyo, and Oklahoma City from repeating itself.

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Part One: The Federal Picture

Criticism and Response

A nightmare erupts. Terrorists have struck your city. The weapon of choice may be chemical, biological, nuclear or cyber in nature, or a more conventional weapon such as a traditional explosive device. Regardless of the method, your citizens are injured or dying, city services are interrupted, the media is issuing sensationalist and often conflicting information, and chaos reigns. Your city government must respond immediately, but it cannot handle the devastation alone. You must call upon an extensive federal network for assistance. Who do you need to call?

The local FBI agent should be your first contact. That call should set off a chain of events that eventually involves a collection of federal personnel from the Departments of Defense (DOD), Justice (DOJ), Health and Human Services (HHS), and Energy (DOE); the Federal Emergency Management Agency (FEMA); the Environmental Protection Agency (EPA); and numerous other federal bodies, depending on the nature of the attack.

Immediately upon verification of a domestic terrorist incident, the FBI's Strategic Information Operations Center (SIOC) will be activated. This around-the-clock command post will direct the response to the attack. If the attack involves a weapon of mass destruction (WMD), personnel from FEMA, EPA, DOE, DOD, and the National Domestic Preparedness Office will join the FBI in the SIOC. The FBI Field Office in the jurisdiction of the attack will then set up a Command Post under the Special Agent in Charge (SAC). Assisted by the Critical Incident Response Groups of the FBI and the Attorney General, the SAC will expand the Command Post into a Joint Operations Center (JOC), when the incident demands the

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involvement of other federal agencies. The JOC should address the areas of Command, Operations, Support, and Consequence Management, and should also include a Joint Information Center (JIC). The JIC provides information to the public and the media about coordination of the federal response. The Director of the FBI may ask the Attorney General to notify the President and National Security Council, and obtain interagency approval to deploy a Domestic Emergency Support Team (DEST). This team will join the JOC, and the agencies represented on the DEST will depend on the weapon used in the attack. The job of the support team is to provide the FBI On-Scene Commander with "expert advice and assistance."

FEMA, which should be represented on the JOC and the DEST, will contact the Governor's office and the President to decide if federal assistance is needed and if FEMA is authorized to provide it. FEMA will then assign federal agencies to tackle the consequences of an attack. FEMA Headquarters may deploy an Emergency Support Team (EST) and bring together the executive Catastrophic Disaster Response Group. A Regional Operations Center (ROC) may be established by the local FEMA region. The FBI will serve as liaison with the ROC and with the EST Director at FEMA Headquarters. Decision-making authority for handling incident consequences belongs to the ROC Director or the Federal Coordinating Office (FCO) in the field. Conflicts with the FBI, which is to handle the crime scene aspect of the incident, are to be resolved by the Senior FEMA Official and the FBI On-Scene Commander at the JOC.

If this response structure sounds somewhat confusing, it must be noted that this response scheme is only the latest attempt to streamline and coordinate federal counterterrorism resources. As articulated in the Attorney General's December 1998 Five-Year Interagency Counter-Terrorism and Technology Crime Plan and the April 1999 Terrorism Incident Annex to the Federal Response Plan, federal contributions have been grouped into two categories: crisis management and consequence management.

"Crisis management" encompasses the law enforcement facet of an attack, as the field will not only be a disaster area, but also a crime scene.

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Crisis management, according to the Terrorism Incident Annex, involves “measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a threat or act of terrorism.” The FBI has been designated as the lead federal body for this function. State and local governments will aid the federal government in this function as needed.

State and local governments control the first consequence management response, however, and the federal government assists them in this effort. “Consequence management,” as defined in the Terrorism Incident Annex, includes “measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism.” FEMA has been designated the Lead Federal Agency (LFA) for this effort.

On behalf of the Department of Justice, the FBI will serve as the overall LFA until the Attorney General eventually transfers this responsibility to FEMA.

Numerous other federal agencies will fill supporting roles in federal terrorism response. Several of these are highlighted below and throughout the book.

National Domestic Preparedness Office

Responding to criticism that the myriad of federal agencies offering counter-terrorism programs lacked coordination, Congress directed Attorney General Janet Reno and the Department of Justice to take the lead in coordinating domestic preparedness for terrorist attacks. The Department of Justice, responding to recommendations from state and local governments, proposed the establishment of the National Domestic Preparedness Office (NDPO).

Billed as the “single point of contact for the Federal, State, and local WMD responder community,” the NDPO will be situated within the FBI and staffed by officials from FEMA, EPA, DOE, NRC, HHS, DOD, and possibly other agencies. State and local representatives from law enforcement, fire departments, emergency medical services, hospitals, public health organizations,

and government will advise and occasionally review activities and effectiveness of the NDPO. Weapons of Mass Destruction (WMD) coordinators in the 56 FBI field offices will buttress NDPO's organizational structure.

NDPO will arrange federal assets and expertise to serve communities in six major areas related to preparedness for WMD attacks:

- Planning
- Training and exercises
- Equipment/Research and Development
- Intelligence and Information Sharing
- Health Issues

NDPO aims to establish a strong infrastructure at the federal, state, and local levels. It will make sure that federal efforts are not duplicative, and are coordinated in an organized and cost-efficient manner. NDPO includes, among its objectives, decreased dependence of federal assets in responding to terrorist attacks.

Department of Defense

The Department of Defense (DOD) plays a critical supporting role in counterterrorism efforts. The only Emergency Support Function for which DOD holds lead responsibility is the field of public works assistance, under the Army Corps of Engineers.

DOD is involved in the response effort from the very beginning. Its Soldier and Biological Chemical Command operates a 24-hour hotline for the reporting of WMD attacks.

What DOD brings to the terrorism response is transportation and medical capabilities, as well as expertise with chemical and biological weapons of mass destruction. The Military Reserve and National Guard will constitute a critical part of the response. Over half of the military's medical strength and more than 60 percent of its chemical and biological expertise can be found within the Reserve, particularly the Army Reserve.

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Currently the Department operates a Chemical and Biological Rapid Response Team (CB-RRT). This team is composed of military and DOD personnel, who can detect, neutralize, contain, dismantle, and dispose of chemical and biological weapons.

A recent development in counterterrorism programs within the Department of Defense has been the creation of Rapid Assessment and Initial Detection (RAID) teams. These groups are drawn from National Guard units and, where each has 22 full-time members based at the ten regional offices of FEMA. The RAID teams are located in or near Denver, Boston, New York, Philadelphia, Atlanta, Chicago, Seattle, San Francisco, St. Louis, and Denton, Texas. Usually the FEMA offices focus on natural disasters and civil unrest, but recently they have begun to turn their attention to terrorism as well. With the RAID teams at FEMA's ten regional offices, the federal response to terrorist attacks is expected to be rapid with quick backup for local first responders. Funding for the RAID teams has increased over the past few years as the program has taken shape. These teams are currently completing their training and should be ready to deploy by January 2000.

Meanwhile, DOD has requested funding for five additional RAID teams. The Department is also initiating 44 RAID (Light) teams, that would be responsible for some planning and assessment. In related work, DOD plans to train and equip 43 additional Nuclear, Biological, and Chemical reconnaissance teams and 127 decontamination teams.

Department of Energy

The Department of Energy (DOE) serves as the technical response provider to nuclear and radiological emergencies. DOE teams and programs provide data on the location and the estimated effects of radiation, search for nuclear material, and move or neutralize nuclear weapons.

- DOE's Atmospheric Release Advisory Capability (ARAC) generates real-time computer predictions of radioactivity.
- The Aerial Measuring System (AMS), with locations in Las Vegas, NV

and Washington, D.C., uses helicopters and fixed-wing aircraft to conduct various forms of surveys, searches, and air sampling.

- The Federal Radiological Monitoring and Assessment Center (FRMAC) delivers to the lead Federal and State agencies evaluation and interpretation of data gathered from off-site radiological monitoring and assessment. If needed, FRMAC will handle long-term monitoring for the EPA. DOE can also send out an Accident Response Group (ARG) to evaluate weapons damage and risk after a nuclear attack. ARG will determine the procedures for safe recovery, packaging, transport, and disposal of damaged nuclear weapons.
- The Radiological Assistance Program (RAP) arrives at accident scenes to assess the radiation environment. RAP detects radiation on people, equipment, and property and advises on personnel monitoring, decontamination, and recovery of material. Located in eight regional coordination offices, RAP utilizes radiation detectors, air samplers, personal protective gear, and communications equipment.
- At the Radiation Emergency Assistance Center/Training Site (REAC/TS), consultants on health problems resulting from radiation are available around the clock. REAC/TS hosts an emergency response team of health professionals and also trains health professionals in radiation-related concerns.

Nuclear terrorism response resources from DOE highlight four teams:

- The Nuclear Radiological Advisory Team (NRAT) represents DOE on the interagency advisory team's Domestic Emergency Support Team (DEST). NRAT will furnish the Lead Federal Agency with data collection, advice, and recommendations on the nuclear or radiological situation.
- The Lincoln Gold Augmentation Team (LGAT) serves in an advisory capacity by covering diagnostics, rendering safe procedures, weapons analysis, and modeling of the nuclear devices and their effects. LGAT delivers its predictions to the military's Explosive Ordnance Disposal operators in Special Mission Units.

- The Home Team runs the weapons laboratory and also provides base support.
- A Nuclear Emergency Search Team (NEST) will search for lost or stolen nuclear materials. A seven-person Search Response Team (SRT) will provide the initial rapid response. Within 12 hours of an incident, the SRT will be followed by a larger Search Augmentation Team (SAT) to cover larger areas for a longer period of time. Once weapons are located, a Joint Technical Operations Team (JTOT) will transport or neutralize the nuclear weapon.

Environmental Protection Agency

EPA's participation in the counter-terrorism effort includes identifying and monitoring hazardous substances, decontamination, and site clean-up, with the goal of protecting health and the environment. EPA also offers training and assistance in planning for a hazardous substance release.

There are EPA offices that contribute to terrorism prevention, preparedness, and response:

- The Chemical Emergency Preparedness and Prevention Office (CEPPO);
- The Office of Emergency and Remedial Response (OERR);
- The Office of Radiation and Indoor Air (ORIA) and the National
- Enforcement Investigations Center (NEIC); and
- The Office of the Emergency and Deputy Emergency Coordinator, who organizes policy among EPA and other federal offices.

EPA describes its counterterrorism structure as "three-tiered." EPA headquarters guides and coordinates EPA policy, preparedness, and response. Ten regional offices oversee field operations and ensure that planning conforms to field requirements. Pre-designated EPA On-Scene Coordinators (OSCs) control on-site response efforts and can access EPA and other federal resources for responders.

- The Environmental Protection and Community Right-to-Know Act (EPCRA) mandates that every community develop a plan for respond-

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ing to the release of hazardous substances. Local Emergency Planning Committees (LEPCs), which were created under EPCRA, draft these plans. If requested, EPA Regional Response Teams (RRTs) can review these plans and lend technical expertise.

- The agency participates actively in the National Response System (NRS), a program that for about thirty years has provided support to state and local responders in the event of an oil spill or release of hazardous materials.
- NRS engages in planning, monitoring air and water, arranging for alternative water supplies, source control and stabilization, treatment of the hazardous substances, temporary relocation, and disposing or treating the questionable materials off-site. A call to the National Response Center (NRC), the sole point of contact for reports of such incidents, activates the NRS. NRC serves as the operations and command center for the National Response Team (NRT) and its link with the OSC.
- The National Response Team, which has representatives from the 16 federal agencies of NRS, is chaired by the EPA and vice-chaired by the Coast Guard. Rather than responding personally to incidents, NRT offers planning, policy, and coordination to responders and the OSC. Regional Response Teams (RRTs) assist the NRT. RRTs are located in 10 federal regions plus Alaska, the Caribbean, and the Pacific Basin. The groups can arrive at the scene if requested by the OSC.

EPA also has its own resources, which it can use in response to CBRN terrorist attacks.

- The Environmental Response Team (ERT) lends its scientific expertise to the Federal OSC in the form of advice or technical aid. The OSC or the NRC can request assistance from the Environmental Response Team. ERT is equipped with three levels of personal protective gear, as well as portable tools for monitoring and analyzing the environment. The team also contributes to the cleanup after a terrorist

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attack through such means as decontaminating the water supply and disposing of tainted material.

- Several EPA contractors engage in the cleanup effort, and they can arrive between 6 and 48 hours after notification. For quicker assistance, Emergency and Rapid Response Services (ERRS) can arrive 2 to 48 hours after notification, depending on the location. ERRS contractors conduct containment and cleanup activities. Superfund Technical Assessment and Response Team (START) contractors can mobilize most rapidly. Their activities include environmental analysis and some containment.
- The Coast Guard's National Strike Force can assist with personnel and equipment, especially when the incident occurs in the water. The OSC again can connect responders with this resource. Scientific Support Coordinators (SSCs) are furnished by the National Oceanic and Atmospheric Administration of the Department of Commerce if the incident takes place in the water or on the coast. EPA's ERT will provide the SSC if the incident occurs on land.
- In the case of an investigation of a terrorist attack, the National Enforcement Investigations Center (NEIC) can manage and analyze environmental evidence. With the assistance of the OSC, state and local authorities can reach NEIC through their Criminal Investigations Division (CID) Regional Office. EPA also has a network of research laboratories and contract laboratories.
- EPA responds to radiation incidents with monitoring and aid to federal cleanup coordination. The Radiological Emergency Response Team (RERT), which operates out of EPA's Office of Radiation and Indoor Air (ORIA) can provide scientific support in the field with its monitoring capabilities and portable laboratories. Two permanent radiological laboratories in Alabama and Nevada can calculate the type of radiation and the best public protection strategies. The Environmental Radiation Ambient Monitoring System (ERAMS) runs out of 260 posts around the U.S., Puerto Rico, and Panama Canal Zone. ERAMS can use sampling to measure the spread of radioactivity.

Public Criticism

Critics both inside and outside the federal government identify a lack of coordination among programs as the primary problem with the entire federal operation for preparedness and response to terrorist attacks. In fiscal 1999, the federal government spent over \$9 billion in approximately 43 separate federal agencies in preparation for weapons of mass destruction attacks.

Several difficulties arise from this lack of coordination, the most obvious being a conflict between the agencies. At times federal agencies have battled for attention, responsibility, and, above all, funding with respect to this topic. In recent years, federal appropriations for counter terrorism programs have steadily increased, and the funding for counter terrorism programs is steadily increasing. Terrorism preparedness and response has become more popular among the agencies in this era of spending cuts and balanced budgets. The increases have been incremental given the scope and nature of counter terrorism efforts. Additionally, the conflict between agencies will be detrimental, many experts say, in the event of a terrorist attack as the lines between them are blurred. Political battles have blurred the lines between the agencies and will cause many to ask "Who's in charge?" during responses to terrorist incidents.

To remedy this problem, President Clinton appointed Richard Clarke as the National Coordinator for Security, Infrastructure Protection, and Counterterrorism. From his office inside the National Security Council, policies and responsibilities are supposedly coordinated in order to reduce confusion and conflict. Critics claim, however, that this position may not be the best one for coordination with the federal government. The position of National Coordinator does not require Senate approval, therefore, he does not answer to Congress. Traditionally, Congress has indicated an unwillingness to fund operations that have no oversight. Without secure funding, Mr. Clarke has been unable to control the agencies and has had no real power to enforce his policies. Additionally, many believe that no one in the Federal Agencies will answer to an official operating without congressional authority.

The reliance on local government leadership in cases of domestic or international terrorism has also come under fire in recent months. Rep. Ike Skelton (D-Mo.) claimed, “At best, [local preparedness] is uneven. At worst, only a handful of cities get adequate training.” He indicated that local leaders must spread information and equipment thoroughly, so that no area is left unprepared for a terrorist incident. Most critics disagree with Rep. Skelton’s view that municipal leaders are unable to properly deal with such situations, and feel only that they are unprepared. They point to the underfunding of most equipment purchased by local agencies as the primary indicator of lack of commitment to preparedness. The Department of Defense offers \$300,000 grants to the nation’s 120 largest cities; however, this money can generally only provide basic protective gear. For big cities, such as Chicago and New York, it is hardly sufficient for even the most basic equipment. With such underfunding, many find it difficult to accept that federal agencies receive most of the allocations when local governments must assume all initial responses in the event of a terrorist attack. Critics cite the \$49 million recently given to the National Guard for creation of the RAID teams as an example of wasted money, because the RAID teams will not arrive at the disaster scene quickly enough.

The national medical system has also been identified as inadequate and unprepared for terrorism. Medical expertise is viewed as one of the most important elements of an adequate first response. Thus, many wonder why only one of the Defense Department’s training courses is geared to health care workers. Emergency room personnel will be crucial in halting the spread of illness in the event of a chemical or biological attack, but they are not appropriately trained. Also, the national stockpile of vaccines and antidotes is viewed by many critics as insufficient for biological or chemical incidents. In sum, these criticisms raise serious questions about American domestic preparedness and have become prevalent in recent political discussions. It has become more and more apparent that coordination and realignment of priorities among the federal agencies and programs will be necessary to cope with acts of terrorism.

There has been widespread criticism of the Defense Department’s selection of the 120 cities that will be trained to respond to terrorist acts as

mandated by the Nunn, Lugar, Domenici legislation. In recent Congressional testimony, Richard Davis, Director of National Security Analysis in the National Security and International Affairs Division of the General Accounting Office, stated that, in selecting the cities, DOD did not take into account a city's level of preparedness or financial need. There was also no analysis of the cities selected for the program, so selection was not based on the risk of a terrorist attack. There is concern that smaller cities with high risk factors might have been excluded from the program due to lower population. Davis went on to state that this problem could be solved by conducting risk assessments and by increasing the level of federal-city collaboration.

More Money, Better Organization

The federal government has moved incrementally to answer its critics in two significant ways: 1) It has requested increased funding for counterterrorism efforts, and 2) it has also produced several documents aimed at streamlining its efforts.

The President has requested \$10 billion for combating terrorism in FY2000. At the time this book went to press, the appropriations process in Congress had not been completed, but in light of recent congressional attention given to this issue, the request seems likely to pass.

On December 30, 1998, Attorney General Janet Reno released the Five-Year Interagency Counter-Terrorism and Technology Crime Plan to Congress. Billed as a "baseline strategy" for coordination of federal efforts, the plan was also developed in consultation with representatives of state and local responders. Their input consisted of filling out a questionnaire, attending an August 1998 stakeholders forum, and participating in a National Institute of Justice study. Representatives from 24 federal agencies, known as the Core Agency Group, coordinated to produce the document.

The Five-Year Plan lists several steps to improve preparedness for a terrorist attack at the state and local level:

- increased communication and intelligence sharing among federal, state and local law enforcement agencies;
- increased training, planning and equipping of first responders and emergency personnel to address terrorist attacks involving WMDs;
- enhancement of strategically placed resources to enable local medical providers to quickly and safely treat victims of WMD attacks and protect others at risk; and
- enhancement of public health systems and resources to detect and respond to WMD attacks.

The Plan also looks at other areas of concern in the counter-terrorism effort: research and development, technological development, safeguarding our National Information Infrastructure against cyberterrorism, and protection of our “critical infrastructures.” The President’s Commission on Critical Infrastructure Protection defined these “critical infrastructures” as transportation; oil and gas production and storage; water supply; emergency services (fire, police, medical); government services; banking and finance; electrical power; and telecommunications.

The unclassified version of the Five-Year Plan lays out numerous objectives and actions for federal, state and local governments to work together toward national preparedness. These efforts will be spearheaded by the National Domestic Preparedness Office.

In April 1999, the federal government also released its latest strategy for responding to terrorist attacks. The Terrorism Incident Annex to the Federal Response Plan was approved by the seven federal bodies most active in the plan: DOD, DOE, HHS, DOJ, FBI, EPA, and FEMA. The Terrorism Annex defines crisis and consequence management. It also outlines the responsibilities of each of the seven signatory agencies based on Presidential Decision Directive 39, and attempts to fit them into a coherent structure.

Whether this strategy will work smoothly in practice remains to be seen, but hopefully it will never need to be put to the test. Nevertheless, the documents represent significant steps in a more organized federal effort to support state and local first responders.

Technological Warfare

Cyberterrorism

“Terrorist and outlaw states are extending the world’s battlefields from physical space to cyberspace . . . we must be ready. Ready if our adversaries try to use computers to disable power grids, banking communications and transportation networks, police, fire and health services – or military assets.”

*President Bill Clinton
Speaking at the National Academy of Sciences
Washington D.C.*

As America grows increasingly dependent on computer technology, much more public attention has been focused on the growing threat of cyberterrorism. A computer-based attack on physical and functional infrastructures has become a real and distinct possibility for which cities must be prepared. In addition to generating personal and economic inconveniences such as travel delays and banking hassles, the consequences of computer malfunction can be deadly, especially when basic city services such as gas and waterpower are interrupted. Thousands of residents could be left in the dark or without heat or drinking water. If cyberterrorists hacked into computer systems at the federal level, such as the DOD’s, repercussions could be long ranging and catastrophic.

In response to such concerns, President Clinton has proposed the new Cyber Corps initiative as part of his FY2000 budget proposal. If approved, his plan would help fund four new programs:

- A research project dedicated to detecting intruders trying to break into critical computer systems;
- Building crime defense networks, beginning with the DOD;
- A collaboration between the public and private sectors in the form of information centers to encourage cooperation and sharing of information about cyber threats; and
- Expanding the government’s ranks of computer experts capable of preventing and responding to computer crises.

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This Cyber Corps program will increase the existing capacity of the National Infrastructure Protection Center (NIPC). The NIPC works out of FBI headquarters and currently has representatives from several government agencies including: DOD, DOE, Central Intelligence Agency, National Security Agency, Secret Service, the Postal and Inspection Service, as well as state law enforcement officials.

NIPC's mission is to deter, analyze, investigate and provide warnings of cyber threats and attacks on the critical infrastructures of the U.S., including illegal intrusions into government and private sector networks. It also serves to evaluate, acquire, and deploy computer equipment needed for investigations and infrastructure protection efforts.

Bioterrorism

The federal government has shifted its attention and pocket book to address threats of biological attacks. Biological WMD include microorganisms, viruses, infectious substances or toxins previously known to science, as well as genetically engineered organisms previously unknown to man. The reason that such weapons are so dangerous is their rate of infection. It may take days or even weeks before a victim shows any symptoms of disease. During this time, a highly contagious person could pass the infection to dozens of people.

In her testimony at a House hearing on medical first response, Dr. Tara O'Toole, Senior Fellow at the Center for Civilian and Biodefense Studies, stated that a terrorist attack using a biological weapon against US civilians will require a response that is fundamentally different from any other form of mass disaster. "The outcome of a bioterrorist attack on US civilians would be an epidemic."

It is the responsibility of the Centers for Disease Control (CDC) to provide national leadership in the public health and medical communities in an effort to detect, diagnose, respond to, and prevent illnesses, including those that occur as a result of bioterrorism. The CDC offers critical resources within its Bioterrorism Preparedness and Response Office. This office recently launched a number of new initiatives which include develop-

ment of national pharmaceutical and vaccine stockpiles, the strengthening of their diagnostic and epidemiological capacity, and the improvement of disease surveillance systems.

In September 1999, the Bioterrorism Preparedness and Response Office announced that it will provide approximately \$40,000,000 in grants, through cooperative agreements with State and large metropolitan health departments, to enhance preparedness and response to a terrorist attack involving biological or chemical agents. This program focuses on improving the components of the public health infrastructure.

Part Two: Local Preparedness

Taking Advantage of Federal Resources

“Were we prepared? I don’t know if cities can ever be fully prepared . . .”

Ann Simank

Councilwoman, Oklahoma City

“The response to the state and local questionnaire was consistent and alarming: 80% or more responders reported that they are ill prepared for CBRN events (chemical, biological, radiological or nuclear), and 75% or more reported that they are not trained or equipped to preserve or recover evidence from such events.” ([Five-Year Plan](#), unclassified excerpt, page 9)

The Department of Justice anticipates that in the near future, the National Domestic Preparedness Office (NDPO) will be a source for “one-stop shopping” in the state and local terrorism preparedness effort. At the time of this printing, however, NDPO was still awaiting final congressional approval. NDPO, nevertheless, welcomes calls from local governments. The office can assist with planning and training opportunities, and will steer callers toward information that NDPO cannot yet provide itself.

For now, NDPO recommends that local governments first contact the local FBI Division’s WMD Coordinator. Any local FBI agent should be able to identify this person. The WMD Coordinator can arrange for local authorities to receive *The Beacon*, NDPO’s newsletter, which serves as a source of federal information sharing and provides specifics on equipment grants. The Coordinator can also work with local officials to establish task forces and working groups to develop a local preparedness plan.

This section of the guide describes NDPO and attempts to list the resources

that are currently or will soon be available to state and local governments in the areas of planning, training and exercises, equipment, intelligence, and medical services.

Planning

“Having a plan to deal with weapons of mass destruction is no longer just an option for cities and towns, it is a must.”

*Michael Keck,
Vice Mayor of Little Rock, Arkansas
Former Chair of NLC’s Public Safety and
Crime Prevention Committee*

Federal communications on terrorism emphasize the need for state and local governments to develop plans for terrorism prevention and response. Federal agencies are willing to assist in the design of these plans, while NDPO will see that the plans are coordinated.

NDPO lists among its accomplishments in this area an NDPO Blueprint, a WMD Planning Guide, a Biological Threat Agent Field Operating Guide, Threat and Risk Assessment, and a State and Local Advisory Group. NDPO names seven dimensions of its Planning Program:

- Threat/Risk Assessment
- Needs/Capabilities Assessment
- Planning Guides
- MOU (Memo of Understanding)/MOA (Memo of Agreement) Development
- Plans Development/Integration
- Planning Information Dissemination
- Feedback

NDPO plans to distribute the federal Concept of Operations Plan (CON-PLAN) and other guidelines. CONPLAN is an effort to coordinate the crisis management and consequence management structures, the Federal Response Plan, and state and local incident command.

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Additionally, NDPO will help cities design exercises that will help them test their plans.

A number of federal teams operated by various agencies can also assist with planning in their particular area of expertise, such as the Regional Response Teams under EPA that deal with hazardous materials. A call to your local WMD Coordinator should help connect your city to such resources.

Training and Exercises

One area where the federal government is certainly not lacking is in training opportunities for state and local responders. Most of the criticism of training programs has instead focused on duplication and overlap among the federal agencies. While much of that still appears evident when looking at the list of courses offered by the various federal agencies, NDPO is working to better organize the federal training programs. NDPO's training programs cover:

- Needs assessment
- Curriculum standards
- Curriculum development
- Curriculum delivery
- Sustainment Training
- NLD Transition Facilitation
- Evaluation of Training
- Feedback

NDPO names, among its accomplishments, the development of WMD in-services, a CD-ROM interactive WMD exercise simulation, and a national strategy. The office has also just released its updated compendium of federal WMD training courses, based on an original document compiled by DOD.

Prior to the transfer of preparedness activities to NDPO, the most extensive training programs to prepare for WMD terrorist attacks were within the Department of Defense. The Pentagon was instructed to take a leading

role by the Nunn, Lugar, Domenici legislation, which created the Senior Interagency Coordination Group (SICG). This group facilitated interagency coordination of federal policy issues and programs for terrorism involving WMD's. It brought representatives from the Defense Department, FEMA, the Justice Department, the FBI, and HHS together for the purpose of coordinating federal counter terrorism activities. The SICG served as a policy forum for the identification, discussion, and resolution of pertinent issues surrounding terrorism. Although the President's Decision Directive #62 transferred those powers to the office of the National Coordinator for Security, Infrastructure Protection, and Counter terrorism, the Defense Department has played a crucial role in antiterrorism, counter terrorism, and domestic preparedness for several years.

Department of Defense (DOD)

- Defense courses for preparedness training are controlled by the Chemical and Biological Defense Command (CBDCOM), which is based in Aberdeen, Maryland, and funded initially by the Nunn/Lugar/Domenici legislation. The goal of CBDCOM is to prepare the 120 largest cities (by population) in the nation for WMD terrorist attacks by September 30, 2001. Two separate types of courses are offered by the Defense Department, one based on skills and the other on knowledge. The skills-based programs have courses tailored specifically for each of the functions of first responders: hazardous materials crews, emergency services providers, and hospital emergency room personnel. There are also knowledge-based courses similar to those offered by FEMA and the Justice Department available through CBDCOM. Courses focusing on emergency response awareness, operations, and incident command are aimed at all first responders, as well as other local leadership personnel. Additionally, the "Senior Officials' Workshop" is available for the mayors, city councils, and heads of municipal departments to instruct them in proper procedures to follow in the event of a terrorist attack.

Defense courses through CBDCOM are unique from other training programs in that they are all delivered on-site in the specific city. The workshop for senior officials is delivered directly to all of the municipal

leadership, and the rest of the courses for first responders are done on a train-the-trainer basis. CBDCOM provides all of the training equipment for the courses, including audio-visual devices, guides and manuals, and emergency gear. Teams of trainers from CBDCOM arrive in the city with the equipment and conduct the training themselves. Finally, each of the 120 cities eligible for the training courses can receive a \$300,000 grant from the Defense Department for the purchase of emergency response equipment that will be invaluable in the event of a terrorist attack. In March of 1997, Denver became the first city to complete training under CBDCOM. Its role as host to the Summit of Eight and the Oklahoma City bombing trials made Denver an intelligent choice. As of the summer of 1999, forty-nine cities had completed the CBDCOM training.

- As required by the Nunn/Lugar/Domenici legislation, the Defense Department has created two telephone service lines to aid local governments in preparing for terrorist attacks. The Chemical/Biological (CB) Hotline operates around the clock and offers expert assistance in the event of a WMD emergency. An emergency call from local personnel to the National Response Center is transferred to the headquarters of CBDCOM and the Medical Research and Material Command, where it is handled by experts in weapons of mass destruction. The locality needing assistance will be responded to directly from these centers. Advice is given to the local first responders on procedures to follow in a real emergency. Also, the call will be simultaneously directed to the FBI's critical response center so that actions can be taken at the federal level when a WMD terrorist attack occurs. This around-the-clock expert assistance is available to all municipal response agencies, and should be contacted when any emergency incident involving WMD's occurs.

The Chemical/Biological (CB) Helpline is also available for state and local emergency planners. WMD experts are available by fax, e-mail, or phone from 9:00 a.m. until 6:00 p.m. each day. All state and local agencies needing information or suggestions on domestic preparedness training can get details by calling this helpline. Information on protective equipment, decontamination systems, medical treatment,

and the organization of responders is provided by experts on this line. They are available to help all state and local government agencies with concerns about terrorism and potential attacks within their jurisdictions.

- Cities other than the 120 Nunn/Lugar/Domenici communities, however, can take advantage of most of the courses offered in the Compendium. The Compendium provides information on each individual course: its objectives, target audience, type of instruction, location and availability, the point of contact address and phone number, and many other details. Currently, the Compendium can be found online on the Domestic Preparedness website operated by the U.S. Army Soldier and Biological Chemical Command, a federal interagency group consisting of the FBI, FEMA, DHHS, EPA, DOE, USDA, CDC, military reserves, National Guard, and the emergency responder community. A current listing of courses and telephone contacts is available in the appendix of this guide.

Though many courses can be delivered on-site in a particular city, a number of the federal agencies operate special training centers. Many of these courses are free or available at minimum cost.

Department of Justice (DOJ)

The Justice Department runs the National Center for Domestic Preparedness at Fort McClellan, Alabama, the site of many training courses. DOJ recently developed the National Domestic Preparedness Consortium, by joining five centers to improve the training of first responders and to promote the testing of defenses against WMD's. The scientific aspects of preparations for terrorist attacks are particularly important to the Consortium. National curricula and materials for first responder training sessions are being developed at consortium sites. Virtual reality and a mock "Disaster City" are available for training of response teams at the National Center for Domestic Preparedness. This site is joined in the consortium by the National Emergency Response and Rescue Training Center in College Station, Texas, the Energetic Materials Research and Testing

Center at New Mexico Tech, the National Center for BioMed Research and Training at Louisiana Tech University, and the Nevada Test Site.

Federal Bureau of Investigation (FBI)

The establishment of the National Domestic Preparedness Office tops the FBI's recent preparedness initiatives. Another is the expansion of the Hazardous Devices School at Redstone Arsenal, Alabama. This school provides training to state and local bomb technicians and is the only law enforcement training center certifying public safety bomb technicians. Certification is based on standards set by the National Bomb Squad Commanders Advisory Board. The Hazardous Devices School trained 963 bomb technicians in 1998. It will soon include in its basic course its Weapons of Mass Destruction Bomb Technician Emergency Training Course.

Federal Emergency Management Agency (FEMA)

FEMA conducts many of its courses through the National Fire Academy (NFA) and the Emergency Management Institute (EMI). Extensive anti-terrorism training, such as the NFA "State Weekend Program," takes place at the National Emergency Training Center in Emmitsburg, Maryland. Another FEMA training center is located at Mt. Weather, Virginia, where EMI's "Integrated Emergency Management Course" for municipal officials is held.

Exercises are an important component of domestic preparedness, and of many of the courses offered by the federal government. A growing number of cities have participated in terrorism simulation, not only at the government's training sites, but within their own cities. The following are a few examples:

- **Columbus, Ohio.** On May 7, 1998, CBDCOM officials were in town to train the fire, emergency medical services, hazardous materials, and law enforcement personnel about possible terrorist attacks. Three hundred and fifty first responders were trained by the federal

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domestic preparedness team. These 350 individuals will in turn train 40,000 of their colleagues across the metropolitan area in train-the-trainer courses. Also, the city is taking advantage of \$300,000 in federal loans to purchase training aides and equipment for personnel to use during a terrorist attack. Columbus was the 30th of the 120 cities to be trained under the Defense Department program. While the leadership of Columbus believed that the possibility of the city being attacked by terrorists using weapons of mass destruction (WMD) in a terrorist act was very small, it believes, that as a major city, it should prepare itself regardless.

- **Washington, D.C.** The FBI lists our nation's capital as the world's number one terrorist hotspot. On September 22, 1998, the city underwent a major disaster drill known as "Operation Rock and Roll" as part of preparations for a WMD attack on the metropolitan area. Hundreds of federal and local emergency planners were included in the drill that simulated a gas attack in a crowded stadium during a rock concert. The drill was intended to remedy flaws exposed last year during an incident in which a suspected dish of anthrax was opened at the B'nai B'rith headquarters in downtown Washington, D.C. Since the B'nai B'rith incident, the District has obtained about \$650,000 worth of new equipment, and has developed two different decontamination centers. About 700 Washington D.C. emergency personnel have participated in federally financed training.
- **Philadelphia, PA.** On September 16, 1998, the Army Chemical and Biological Defense Command and the Defense Department simulated a sarin gas attack on Memorial Hall in the Fairmont Park area of the city. In this attack, a coffee pot was rigged to emit sarin gas during a fund-raising dinner. During the same exercise, a bomb threat was simulated as a phony terrorist ran up the steps of the building carrying a briefcase. The exercise involved local and federal responders and other local officials including police, fire and rescue workers, bomb disposal experts, hazardous materials teams, National Guardsmen, federal emergency managers, FBI agents, the Coast Guard, and the Red Cross. This exercise involved hundreds of trained local responders and may serve as a model for other cities.

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- **Los Angeles, CA.** In February of 1999, the NDPO conducted its WestWind training exercise in the state of California. The scenario was a no-notice release of a chemical weapon. The exercise engaged the State of California and the LA first responder communities. The mass-scale event provided a model to study the interaction of local, state and federal officials. Participants included, Fire and EMS, LA County Sheriff, LA Police Department, California Highway Patrol, the California Office of Emergency Management, FBI, FEMA, DOJ and DOD.
 - A similar EastWind exercise is scheduled for the East Coast for April 2000. The objective of the training is to evaluate all phases of State and local involvement. Federal officials will analyze the efficiency of plans, policies, and procedures with the hope of improving coordination of all requirements. NDPO hopes to determine the adequacy of training and resources in the event of a surprise WMD attack.

The Domestic Preparedness web site contains more information on the various exercises that individual cities have developed.
(<http://www.fbi.gov/programs.htm>)

Equipment

The Standardized Equipment List (SEL) issued by the NDPO catalogues the basic equipment available to localities in the event of a WMD attack. This list was developed by the Interagency Advisory Board (IAB) for Equipment Standardization and Interoperability. This general list is complemented by a second more specific list entitled the Authorized Equipment Purchase List. In compliance with the Office of Justice Programs (OJP) FY 1999 Equipment Acquisition Grant Program, it maps out equipment eligible for federal funding.

The Attorney General has directed the OJP to administer the grants that help state and local public safety personnel acquire the specialized equipment and training necessary to safely respond to and manage domestic terrorist activities, especially those dealing with chemical and biological agents, and nuclear, radiological, and explosive devices. On May 8, 1998,

the Assistant Attorney General announced the establishment of the OJP's Office for State and Local Domestic Preparedness Support (OSLDPS), the lead department for the coordination of domestic preparedness efforts. Justice's FY 1999 appropriation provided the OSLDPS with approximately \$123 million from the counter terrorism fund to help state and local jurisdictions prepare for incidents of domestic terrorism. Approximately \$75.5 million is available for a first responder equipment grant program, \$25 million for a fire equipment and training program, \$16 million for first responder training, \$3.5 million for exercises, \$2 million for technical assistance, and \$1 million for a national needs assessment.

In August 1999, OJP announced the distribution of the FY 1999 County and Municipal Agency Domestic Preparedness Equipment Support Program application kits. This program's purpose is to provide direct funding to targeted jurisdictions for the purchase of equipment to enhance their response capabilities to WMD attacks. Funding is provided to the Nation's 157 largest metropolitan jurisdictions and includes both cities and counties, as well as the 50 States under a separate grant program. Only CEO's of localities may apply for such kits. Applications are available online at the NDPO website.

NDPO's monthly newsletter, *The Beacon*, is one of the most current sources of information about the latest in equipment and available grant money.

Intelligence and Information Sharing

The Beacon also provides the most current information regarding government rules and regulations. Announcements about local training exercises, workshops and initiatives are posted on a monthly basis. *The Beacon* is available through the WMD coordinator at local FBI field offices or electronically at the NDPO website.

Another service offered by NDPO is the Windows Joint Interagency Input Program (WINJIIP). It is a navy-designed, unclassified software system created to track After Action Reports (AAR) following WMD exercises. It provides a method for identifying and addressing problem areas in training

exercises so cities can share information and lessons learned from their training experiences.

NDPO is also working toward the development of the State and Local Advisory group. This interagency group would provide a forum for state and local groups to add their input to the NDPO and federal planning processes.

FEMA's Rapid Response Information System (RRIS) is a valuable tool for local government. It contains a listing of Federal assets that could be available to state and local response efforts. It also contains a database of chemical and biological agents and protective measures. This information will help local officials understand what equipment and resources are needed to respond to WMD attacks.

FEMA's Homepage lists information regarding disaster preparedness, new agency initiatives, training resources, and storm updates. It also highlights upcoming seminars, workshops, and discussions sponsored by FEMA.

Law Enforcement Online (LEO) < <http://www.lsu.edu/guests/leo/navigation.html> > is a program established by a cooperative agreement between the Department of Justice (DOJ), Federal Bureau of Investigation (FBI), and Louisiana State University at Baton Rouge, LA. It is a component of the Center for Advanced Support of Technology for Law Enforcement (CASTLE). CASTLE provides "an advanced technological resource to further state of the art law enforcement capabilities, technologies, and procedures to the national law enforcement community."

LEO is an online resource for law enforcement officials. According to its online guest center, it provides a restricted networking forum with private e-mail service, chat rooms, and discussion lists about various enforcement topics. It hosts a comprehensive online library with publications and papers by governmental, academic, and industry officials. LEO also offers a "distance learning" program which allows law enforcement officials to take training courses online by a series of self-paced modules.

Health and Medical Services

“Should a bioterrorist attack on U.S. civilians occur, hospitals would be the frontline institutions that manage the response, regardless of the type or scale of the attack. The current hospital system is not well prepared to deal with a mass disaster. Economic pressures have reduced staff and the number of available beds. Intensive care and isolation beds are particularly scarce. Drugs and equipment are purchased on an ‘as needed’ basis, which has resulted in reduced stockpiles for immediate use.”

Tara O’Toole, MD, MPH

*Senior Fellow, Center for Civilian Biodefense Studies
House Committee hearing on terrorism preparedness
and first medical response*

Local government needs to focus serious attention on its medical capabilities in the event of a terrorist event. Local hospitals, paramedics, and search and rescue will be the first responders when disaster strikes. It is estimated that between 24 and 48 hours could pass before federal resources arrive on the scene.

The Federal Response Plan charges the Department of Health and Human Services (HHS) with taking the lead in providing health and medical services in the case of a terrorist incident. Within HHS, the Office of Emergency Preparedness (OEP) leads the Metropolitan Medical Response System (MMRS) and the National Disaster Medical System (NDMS).

The purpose of MMRS is to ensure that a metropolitan area’s health system is able to cope with the health and human consequences resulting from the release of a WMD.

MMRS consists of 47 squads formerly known as Metropolitan Medical Strike Teams (MMST). The new name reflects the effort to bring together staff from the fire, EMS, HAZMAT, and public, private, and mental health fields.

In the event of a WMD attack, MMRS teams can:

- identify chemical or biological agents;

- triage, treat, and decontaminate patients on-site;
- transport clean or decontaminated patients to local hospitals or NDMS hospitals;
- care for 1,000 people exposed to chemical weapons with their stockpiled medicine; and
- protect their responders with personal protective gear.

MMRS provides a local public health response for cities and an incentive to develop plans for treating mass casualties in a CBRN attack.

In partnership with FEMA and the Departments of Defense and Veterans' Affairs, OED runs the National Disaster Medical System (NDMS), a public/private asset-sharing organization that will aid state and local responders in providing services in medicine, decontamination, and patient evacuation. The primary function of NDMS is the establishment of local Disaster Medical Assistance Teams (DMATs). DMATs consist of volunteer medical and support staff organized for emergency response. A sponsoring organization signs a Memorandum of Understanding with the U.S. Public Health Service to recruit members for the team, train them, and coordinate their dispatch. Intended as rapid-response teams to intervene in a crisis until other federal resources arrive, DMATs keep 72 hours worth of supplies and equipment on hand. These teams can perform triage and medical care, prepare patients for evacuation, and arrange for patients' delivery and reception into NDMS hospitals if they need to be transported. DOD performs evacuation. Management Support Units (MSUs) command and support NDMS teams in the field, while Federal Coordination Centers (FCCs) recruit personnel for NDMS.

NDMS additionally supports specialized DMATs and other teams. Some DMATs are designed to deal with crush injuries, burns, or mental health. DMORTs manage the dead in an incident with mass casualties. VMATs deal with harmed animals, and National Medical Response Teams (NMRTs), designed for WMD attacks, provide medical care.

For localities that are interested, HHS's website contains field guides for the establishment and operation of MMRS teams and DMATs.

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The release of biological weapons poses the greatest threat to medical response. The release of a deadly contaminant like anthrax or a lethal smallpox virus could conceivably affect thousands of possibly contagious victims. HHS recommends that localities stockpile medicine and vaccines, as communities will need to offer immunization or prophylaxis, patient care, fatality management, and decontamination on a mass scale.

Part Three: Appendix

Information at Your Fingertips

Advice to Cities

- **Take advantage of what is available** — Although the federal system of domestic preparedness for a terrorist incident using weapons of mass destruction (WMD) may have its flaws, quality programs and funding are available for the benefit of municipalities. Many cities believe that they are not likely targets for such an attack. However, the Oklahoma City incident demonstrates that no city is exempt from the possibility.
- Large cities, including those included in the 120 largest jurisdictions covered by the federal Domestic Preparedness Training Program, should take advantage of all Justice and Defense Department training courses available to them. First responders are the most critical line of defense in dealing with a terrorist attack and should all be trained in order to reduce casualties if their city is attacked. The \$300,000 Defense grant is also quite useful in purchasing at least some state-of-the-art emergency equipment.
- Smaller cities, those not included in the Defense or Justice Department lists, should contact FEMA and inquire about available courses. The programs are federally funded and will benefit first responders and city officials greatly.
- **Conduct an evaluation of your city's preparedness** — Decide which local agencies will be the first responders in the event of an attack and who will be in charge. Also, examine the medical supply stockpile and the emergency equipment for the city. If it is inadequate, utilize federal or local funds to purchase new supplies in full preparedness.

- **Pay attention to political debates on the subject —** Recent media criticism, as well as attention from several politicians, has made domestic preparedness a hot topic. Increases in appropriations for all agencies involved in the issue further illustrates its importance. As the terrorism rhetoric increases, it is likely that funding for such programs will rise, as well. Those cities that are most attentive to the debate, and most aware of their preparedness situation will be the beneficiaries of federal action. The cities that make preparedness for terrorist attacks a priority are likely to be rewarded with attention and funding from the federal government.
- **Coordinate regionally with other local jurisdictions.** – When applying for grants, it is best to assess current capabilities at the local level. Regional coordination of terrorism plans, combined with coordination between cities and the relevant state agencies, will be critical to achieving local domestic preparedness.

Acronym Key

AMS	Aerial Measuring System
ARAC	Atmospheric Release Advisory Capability
CBRN	Chemical/biological/radiation/nuclear
CB-RRT	Chemical and Biological Rapid Response Team
CDC	Centers for Disease Control
CEPPO	Chemical Emergency Preparedness and Prevention Office
CID	Criminal Investigations Division
DEST	Domestic Emergency Support Team
DHHS	Department of Health and Human Services
DOD	Department of Defense
DoE	Department of Energy
DoJ	Department of Justice
DMAT	Disaster Medical Assistance Team
EPA	Environmental Protection Agency
EPCRA	The Environmental Protection & Community Right-to Know Act
ERRS	Emergency and Rapid Response Team
ERT	Environmental Response Team
FBI	Federal Bureau of Investigation

FCC	Federal Coordination Center
FCO	Federal Coordinating Office
FEMA	Federal Emergency Management Agency
FRMAC	Federal Radiological Monitoring Assessment Center
HHS	Health and Human Services
JIC	Joint Information Center
JOC	Joint Operations Center
JTOT	Joint Technical Operations Team
LEO	Law Enforcement Online
LFA	Lead Federal Agency
LGAT	Lincoln Gold Augmentation Team
LEPC	Local Emergency Planning Committees
MMRS	Metropolitan Medical Response System
MMST	Metropolitan Medical Strike Team
MSU	Medical Support Units
NDMS	National Disaster Medical System
NDPO	National Domestic Preparedness Office
NEIC	National Enforcement Investigations Center
NEST	Nuclear Emergency Search Team
NRAT	Nuclear Radiological Support Team
NRS	National Response System
NRT	National Response Team
OEP	Office of Emergency Preparedness
OERR	Office of Emergency and Remedial Response
OROIA	Office of Radiation and Indoor Air
OSC	On-Scene Coordinators
RAID	Rapid Assessment and Initial Detection
RAP	Radiation Assistance Program
REAC/TS	Radiation Emergency Assistance Center/Training Site
RERT	Radiological Emergency Response Team
ROC	Regional Operations Center
RRT	Regional Response Teams
SAC	Special Agent in Charge
SAT	Search Augmentation Team
SIOC	Strategic Information Operations Center
SRT	Search Response Team
START	Superfund Technical Assessment and Response Team
SSC	Scientific Support Coordinators
WMD	Weapons of Mass Destruction

Government Directory

NATIONAL DOMESTIC PREPAREDNESS OFFICE (NDPO)

General	202-324-8186, 1-800-NDPO
Training	202-324-0265
Exercises	202-324-0299
Equipment	202-324-0220
Planning	202-324-0276
Fax	202-324-8686
http://php.indiana.edu/~tgatkins/bmpt.html	
E-Mail	information@ndpo.com
Website	http://www.fbi.gov/programs.htm
Local WMD Coordinator:	<i>contact through FBI field office</i>
NDPO Address	935 Pennsylvania Ave. N.W. Room 11751 Washington, D.C. 20535

OTHER GOVERNMENT AGENCIES

CONTACT

Centers for Disease Control

URL	http://www.cdc.gov
General	800-311-3435
Disease Information	888-232-3228

Department of Defense (DOD)

URL	http://www.defenselink.mil
General	703-695-5261
Chemical/Biological Helpline	615-399-9908

Department of Energy (DOE)

URL	http://www.doe.gov
General	202-401-3000

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Department of Justice (DOJ)

URL	http://www.usdoj.gov
General	202-514-2001
Community Resource Associates (CRA)	615-399-9908
National Center for Domestic Preparedness	256-848-7043
State & Local Domestic Preparedness Support	202-305-9887

Environmental Protection Agency (EPA)

URL	http://www.epa.gov
General	202-260-4700
National Response Center (NRC)	1-800-424-8802 (Emergency)
National Response System (NRS)	202-260-8600 202-260-9777

Federal Emergency Management Agency (FEMA)

URL	http://www.fema.gov
General	202-646-4600
Emergency Management Institute (EMI)	301-447-1000
National Emergency Training Center	301-447-1048
National Fire Academy (NFA)	301-447-1000

Health and Human Services (HHS)

URL	http://ndms.dhhs.gov
General	202-690-7000
Office of Emergency Preparation (OEP)	202-566-1600

Pertinent Definitions

These terms appear repeatedly throughout literature on funding and programs related to terrorist attacks. This list provides a reference to eliminate possible confusion.

Antiterrorism - Defensive measures employed to protect personnel and facilities against a terrorist incident.

Antiterrorism and Effective Death Penalty Act of 1996 - This legislation (Public Law 104-132) has been very influential in the operations by the Justice Department on the topic of terrorist attacks. Currently, it mainly provides training courses to the nation's 120 largest jurisdictions (city or county) by population through the Justice Department.

Counterterrorism - American offensive response measures to deter, resolve and mitigate a terrorist act.

Domestic Preparedness - The range of consequence management activities required to provide emergency assistance to alleviate damage, loss, hardship or suffering caused by terrorist attacks and to protect the public health and safety and restore essential government services.

First Responders - Term given to emergency medical services, fire, hazardous materials, and law enforcement personnel of local government agencies which are the initial response teams to terrorist incidents, given the time delay of federal organizations to arrive on the scene.

Nunn/Lugar/Domenici - This legislation (Public Law 104-201) was initially offered as an amendment to the Defense Authorization Act for Fiscal Year 1996. The 3 cosponsoring senators responded to the recent attacks on New York, Tokyo, and Oklahoma City by authorizing a series of federal programs to help state and local governments prepare for such events. Presently, its reauthorization has been the primary force behind training programs and equipment for first responders in the nation's 120 largest cities through the Defense Department.

Train-the-Trainer - Term given to describe many of the programs available from the federal government. In this process, a few local emergency response leaders are trained by federal experts from the various organizations. In turn, the local responders are instructed to train the remainder of the response teams in their jurisdictions, ensuring that all fire, EMS, hazardous materials, and law enforcement personnel are similarly prepared for a terrorist attack.

Weapons of Mass Destruction (WMD's) - Term given to all chemical, biological, cyber, or nuclear weapons used in a terrorist attack.

1. Biological WMD - Biological weapons include microorganisms, viruses, infectious substances or toxins previously known to science as well as genetically engineered organisms previously unknown to man.
2. Chemical WMD - Chemical agents are compounds that, through their chemical properties, produce lethal or damaging effects on humans.
3. Cyber WMD - A computer based attack on physical and functional infra-structures.
4. Nuclear/Radiological WMD - Nuclear/Radiological WMD can be divided into fission/fusion weapons (causing a significant blast and thermal effects as well as initial and fallout radiation), enhanced radiation weapons (neutron bomb), and radiological dispersal devices (any explosive device that is intended to spread radioactive material upon detonation).

Selected References on Terrorism

Internet Sites

- National Domestic Preparedness Office (NDPO): Internet File
URL: <http://www.fbi.gov/programs/ndpo/default.htm>
Contents - Links to all the services of the NDPO including training courses and *The Beacon*.
- Law Enforcement Online (LEO) General Information: Internet File
URL: <http://www.lsu.edu/guests/leo/navigation.html>
Contents - general information about the program's history, development and use. It also explains how municipalities can connect to the online information service.
- National Security Institute - Counter terrorism: Internet file
URL: <http://nsi.org/terrorism.html> (as of 9/21/99)
Contents - terrorism legislation and executive orders. Terrorism facts. Commentary on terrorism and terrorism legislation. Terrorism precautions. Other terrorism related sites.
- Terrorism Research Center - terrorism/info-war: Internet file
URL: <http://www.terrorism.com> (as of 9/21/99)
Contents - original research exclusive to the Terrorism Research Center. Counterterrorism material available in electronic form. Comprehensive list of terrorism related www sites. Interact with others who have an interest in counterterrorism.
- U.S. Department of Defense - domestic preparedness: Internet file
URL: <http://www.nbc-prepare.org/home/html> (as of 9/21/99)
"This web site exists to provide general information about the Domestic Preparedness (DP) program. The DP program was initiated in Fiscal Year 1997 as a result of the Nunn/Lugar/Domenici amendment to the FY97 Defense Authorization Act. This program is managed by the Department of Defense in conjunction with the Department of Energy, Environmental Protection Agency, Federal Bureau of Investigation, Federal Emergency Management Agency and Public Health Service."

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- U.S. Department of State - counterterrorism: Internet file
URL: <http://www.state.gov/www/global/terrorism/index.html> (as of 3/6/98)
Contents - fact sheets. Foreign terrorist organizations. Patterns of global terrorism. July, 1996 Ministerial on Terrorism, Paris. June, 1996 Lyon Summit. December, 1995 Ottawa Ministerial on Terrorism. Antiterrorism Bill. Speeches, testimony and statements. Background. Other related sites.

- U.S. Federal Emergency Management Agency - Background: terrorism Internet file
URL: <http://www.fema.gov/library/terror.htm> (as of 9/21/99)
Contents - Emergency information. What is terrorism? Biological and chemical weapons. Facts about terrorism. Terrorism in the United States. Links to: Fact sheet on safety measures.

Articles

- Terrorism, the media, and the government: perspectives, trends, and options for policymakers. Oct.22, 1997. Washington, Congressional Research Service, 1997. This report examines competing perspectives on the desired role for the media when covering terrorist incidents: what the terrorist wants, what the government wants, and what the media wants when covering a terrorist event. It then addresses three new trends that impact the relationship between terrorism and the media and conclude with policy options for congressional consideration.

- Perl, Raphael. Katzman, Kenneth B., Cavanagh, Suzanne. Ellis, William W. Bazan, Elizabeth B. Moore, Glen. Terrorism: videotape program. March 6, 1997. Washington, Congressional Research Service. Program time - 60 minutes. VT97-1311. Dramatic events such as the World Trade Center bombing, car bomb attacks in Saudi Arabia and more recently, receipt of letter bombs in Washington, DC and New York have kept the issue of terrorism a focus of congressional attention. This program focuses on the emerging terrorist threat in the context of legislative responses and options.

- Prunckun, Henry W., Jr. Mohr, Philip B. Military Deterrence of International Terrorism: An Evaluation of Operation El Dorado Canyon. Studies in Conflict and Terrorism. V. 20, July-September, 1997, pp. 267-280 (LRS97-7529). "This study addresses the question of whether Operation El Dorado Canyon, the April, 1986 U.S. air raid on Libya, influenced the pattern of international terrorism in the period that followed. Specifically, the study documents, the frequency and severity of acts of international terrorism over a forty-one month period centered on the date of the raid."
- Terrorism: audio brief. Coordinated by Raphael Perl, Foreign Affairs and National Defense Division. March 6, 1997. Washington, Congressional Research Service, 1997. AB50341. This Audio Brief focuses on emerging domestic and international terrorist threats in the context of legislative responses and options. Featured are Raphael Perl and Kenneth Katzman of the Foreign Affairs and National Defense Division; Suzanne Cavangh & William Ellis of the Government Division; Elizabeth Bazan of the American Law Division; and Glen Moore of the Science Policy Research Division.
- Terrorism: Is America Prepared? Washington, National Governors Association, 1997 (Issue Brief, February 2, 1997) LRS97-2506. This issue brief considers the potential for terrorist acts in the United States, particularly those involving the use of nuclear, biological, or chemical agents. It describes the types of incidents that are of chief concern and examines the abilities of state and federal agencies to respond to these incidents. This issue brief also examines the gaps in the current response system from the states' perspective and suggests ways to address these shortcomings.
- Urban Terrorism. Edited by A.E.Sadler and Paul A.Winters. San Diego, CA, Greenhaven Press, 1996. HV6432.U73 1996. Should Americans fear urban terrorism? Yes, No – which groups pose an urban terrorist threat? Do the media encourage terrorism? Yes, No – do antiterrorism measures threaten civil liberties?

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- Buck, George, Preparing for Terrorism: An Emergency Services Guide, Albany, NY, Delmar Publishers, 1998 HV6432.B82 1998. Contents - Overview of terrorism/disaster planning. Preparations, guidelines for terrorist attacks. Federal response and planning guidelines for terrorism/disaster incidents. Additional policy development planning. Incident management tools. Overview of “terrorism” disaster response planning.
 - McVey, Philip M. Terrorism and Local Law Enforcement: A Multidimensional Challenge for the Twenty-First Century. Springfield, IL, Charles C. Thomas, 1997 HV6432.M39 1997. “The book will be divided into two major sections. The first section will deal exclusively with the challenge facing local law enforcement. Overall, it is expected to bring the individuals reading this section current with the phenomenon and provide them with a foundation for the second section which orients them to surviving a challenge in their particular jurisdiction from a contemporary guerrilla group.”
 - Terrorism: info pack, by the Congressional Reference Division. Washington, Congressional Research Service. Updated as needed. IP299T. Past terrorist incidents, the current Administration’s actions and legislative proposals, and prospects for a coordinated response to discourage future terrorist incidents, retaliation and deterrence options are described.
 - Intelligence Report: A project of the Southern Poverty Law Center. Montgomery, AL, Klanwatch, 1997 -quarterly. HS2330.K63K53. Contents - Klanwatch intelligence report. Includes lists of groups. Also available on the Internet at <http://www.splcenter.org/klanwatch.html>

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Compendium Courses as listed by the U.S. Army Soldier & Biological Chemical Command (SBCCOM)

URL: <http://dp.sbccom.army.mil/fr/compendium/>

Title of Course

Agency Sponsor

Telephone Contacts

Advanced Life Support Response to Hazardous Materials Incidents

FEMA/National Fire Academy

301-447-1333

Advanced Radiation Incident Operations (ARIO)

FEMA/Emergency Management Institute

540-542-2548

**Agent Characteristics and Toxicology First Aid and Special Treatment
(ACTFAST) And Use of Auto-injectors**

FEMA/CSEPP

202-646-2734

Air Monitoring for Hazardous Materials (156.4)

EPA

513-569-7537

ALARA for Design and Operations Engineers-Instructor Manual

DOE

423-576-3316

An Introduction to Protective Action Decision Making

FEMA/CSEPP

202-646-2734

Applied Health Physics

DOE

423-576-3388

Basic Course for Bomb Technicians

DOJ, FBI, Bomb Data Center, Hazardous Devices School

256-313-1910 (Program Administrator);256-876-4486 (Registrar)

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Basic Life Support and Hazardous Materials Response

FEMA/National Fire Academy

256-313-1910 (program administrator), 256-876-4486 (registrar)

Biological Warfare and Terrorism: The Medical and Public Health Response

U.S. AMRIID/CDC

301-447-1333

Chemical Accident/Incident Response & Assistance

FEMA/CSEPP

815-273-8915

Chemical Hazard Prediction

FEMA/CSEPP

202-646-2734

Chemical Hazard Prediction for Decision Makers

FEMA/CSEPP

202-646-2734

Chemical Stockpile Agent Characteristics

FEMA/CSEPP

202-646-2734

Chemical/Biological Countermeasures Training (CBCT)

U.S. Army Chemical School

573-563-7257

Chemistry of Hazardous Materials

FEMA/National Fire Academy

301-447-1411

COBRA, WMD Hazardous Material Technician Training Course

OJP/Center for Domestic Preparedness

256-848-7206

COBRA, WMD Incident Commander Training Course

OJP/Center for Domestic Preparedness

256-848-7206

COBRA, WMD Responder Training

OJP/Center for Domestic Preparedness

256-848-7206

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Command and Control of Fire Department Operations at Target Hazards
FEMA/National Fire Academy
301-447-3087

Command and Control of Operations at Natural and Man-Made Disasters
FEMA/National Fire Academy
301-447-1087

Consequences of Terrorism, Integrated Emergency Management Course
FEMA/Emergency Management Institute
301-447-1187

Community Response Emergency Simulation Training (CREST)
DOD/National Interagency Civil-Military Institute
805-782-6739

Crisis Management Program for Senior Officials
DOE
423-576-4872

CSEPP Chemical Awareness
FEMA/CSEPP
202-646-2734

Designs for Air Impact Assessments at Hazardous Waste Sites
EPA
513-569-7537

Emergency Management Information System (EMIS)
FEMA/CSEPP
815-273-8915

Emergency Planner's Companion
FEMA/CSEPP
202-646-2734

Emergency Response to Criminal/Terrorist Incidents
FEMA/Emergency Management Institute
301-447-1060

Emergency Response to Hazardous Material Incidents
EPA
513-569-7537

.....

Emergency Response to Terrorism: Basic Concepts

DOJ/Office of Justice Programs

615-399-9908

Emergency Response to Terrorism: Basic Concepts FEMA/National Fire

Academy

301-447-1333

Emergency Response to Terrorism: Incident Management

FEMA/National Fire Academy

301-447-1333

Emergency Response to Terrorism: Self Study

FEMA/National Fire Academy

301-447-1660

Emergency Response to Terrorism:

Tactical Considerations- Company Officer

FEMA/National Fire Academy

301-447-1333

Emergency Response to Terrorism:

Tactical Considerations- Emergency Medical Services

FEMA/National Fire Academy

301-447-1333

Emergency Response to Terrorism:

Tactical Considerations- Hazardous Materials

FEMA/National Fire Academy

301-447-1333

Exercise Design Course

FEMA/Emergency Management Institute

301-447-1355

Exercise Evaluation Course

FEMA/Emergency Management Institute

301-447-1355

Field Management of Chemical and Biological Casualties

U.S. Army MRICD

410-671-2230

.....

**First Response Training Workshop:
Public Transportation Chemical, Biological and Nuclear Incidents**
Department of Transportation
617-494-2206

Fundamentals Course for Radiological Monitor s
FEMA/Emergency Management Institute
540-542-2548

Fundamentals Course for Radiological Response Teams
FEMA/Emergency Management Institute
540-542-2548

Handling of Radiation Accidents by Emergency Personnel
DOE Radiation Emergency Assistance Center and Training Site (REAC/TS)
423-576-3132

Hazardous Material Incident Response Operations (165.5)
EPA (Environmental Response Team)
513-569-7537

Hazardous Materials Incident Management
FEMA/National Fire Academy
310-447-1411

Hazardous Materials Operating Site Practices
FEMA/National Fire Academy
301-447-1411

Health and Safety Plan Workshop (165.12)
EPA
513-569-7537

Health Physics for the Industrial Hygienist
DOE
423-576-3388

Health Physics in Radiation Accidents
DOE Radiation Emergency Assistance Center and Training Site (REAC/TS)
423-576-3132

How Do I Know
FEMA/CSEPP
202-646-2734

.....

Incident Command System for Emergency Medical Services

FEMA/National Fire Academy

301-447-1087

Incident Command System/Emergency Operations Center (ICS/EOC)

FEMA/Emergency Management Institute

301-447-1249

Incident Command System for Law Enforcement Agencies

FEMA/Emergency Management Institute

301-447-1249

Incident Command System for Public Works

FEMA/Emergency Management Institute

301-447-1249

Incident Command/Unified Command for On-Scene Coordinators

EPA

513-569-7537

Introduction to Radiation Safety

DOE

423-576-3388

Limited Exposure

FEMA/CSEPP

202-646-2734

Management of Chemical Warfare Injuries

FEMA/CSEPP

202-646-2734

Mass Fatalities Incident Course

FEMA/Emergency Management Institute

301-447-1071

Medical Effects of Ionizing Radiation

Armed Forces Radiobiology Research Institute (AFRRI)/

Uniformed Services University

of the Health Sciences (USUHS)

301-295-0316

Medical Management of Biological Casualties

U.S. Army Office of the Surgeon General (OTSG) (USAMRIID)

301-619-4535

.....

Medical Management of Chemical and Biological Casualties U.S. Army
MRICD/MRIID
410-671-2230

Medical Planning and Care in Radiation Accidents
DOE Radiation Emergency Assistance Center and Training Site (REAC/TS)
423-576-3132

National Institute for Occupational Safety and Health (NIOSH)
Education and Research
Department of Health and Human Services
1-800-356-4674

NBC Domestic Preparedness Training Basic Awareness (Employee)
DOD/SBCCOM
1-800-368-6498

NBC Domestic Preparedness Training Incident Command Course
DOD/SBCCOM
1-800-368-6498

NBC Domestic Preparedness Training Responder-Awareness Course
DOD/SBCCOM
1-800-368-6498

NBC Domestic Preparedness Training Responder-Operations Course
DOD/SBCCOM
1-800-368-6498

NBC Domestic Preparedness Training Senior Officials' Workshop
DOD/SBCCOM
1-800-368-6498

NBC Domestic Preparedness Training Technician-Emergency Medical Services Course
DOD/SBCCOM
1-800-368-6498

NBC Domestic Preparedness Training Technician-Hazmat Course
DOD/SBCCOM
1-800-368-6498

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**NBC Domestic Preparedness Training
Technician-Hospital Provider Course**

DOD/SBCCOM

1-800-368-6498

Occupational Health in Nuclear Facilities

DOE Radiation Emergency Assistance Center and Training Site (REAC/TS)

423-576-3132

Operational Radiation Safety

U.S. Army Chemical School

205-848-4814

Personal Protective Equipment

FEMA/CSEPP

202-646-2734

Preparing for and Managing the Consequences of Terrorism

National Interagency Civil-Military Institute

805-782-6740

Radiation Safety at Supervened Sites

EPA

513-569-7537

Radioactive Material Basics for Emergency Responders

DOE

301-903-7284

Radiological Accident Command Control and Coordination (RAC3)

Defense Nuclear Weapons School

505-853-0190

Radiological Emergency Response

DOE

423-576-3388

Radiological Emergency Response Operations (RERO)

FEMA/Emergency Management Institute

540-542-2548

Radiological Emergency Team (RETOPS) Operations

Defense Nuclear Weapons School (DNWS)

505-853-1425

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Radiological Hazards Training Course
Defense Nuclear Weapons School (DNWS)
505-853-0187

Response Phase Decontamination for CSEPP
FEMA/CSEPP
202-646-2734

Technical Planning and Evaluation
FEMA/CSEPP
202-646-2734

Toxic Aid Automated Training
DOD/SBCCOM
410-436-2493

Toxic Chemical Training for Medical Support Personnel
DOD/SBCCOM
410-436-3163

Transportation Public Information Training
DOE
310-903-7242

**Use of Auto-Injectors by Civilian Emergency Medical Personnel
to Treat Civilians Exposed to Nerve Agent**
FEMA/CSEPP
202-646-2734